## CONFIDENTIAL

OIT-0181-86 7 MAR 1986

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William F. Donnelly

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R	OUTING	JAND	KECOK	D SHEET	
SUBJECT: (Optional) Applicant Processing Center	86-0355				
FROM:  Richard J. Kerr  Deputy Director for Administration				NO.	
				DATE 25 February 1986	
O: (Officer designation, room number, and	DA	ATE	OFFICER'S	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)	
•	RECEIVED	FORWARDED	INITIALS	ng whom. Draw a line across colonial other accir comment.	
1. Director of Communications				I plan to send this report to the Executive Director and the three DD's with a note indicating	
2. Director of Finance				an intention to establish an Applicant Processing Center at Before I send	
3. Director of Information Se	vices		,	it ouside the DA, I would appreciate any comments you might have and, more specifically, an	
Director of Information Te	chnolog	¥		initial cut at the cost of such a center. Logistics should take a look at the impact the center	
Director of Logistics				would have on changes in the population in the new building as well as any other costs. I would	
6. Director of Medical Servic	es			like an initial assessment of the cost by 7 March. I don't need a detailed cost assessment but	
7. Director of Personnel				enough information to be able to give the DD's and Ex Dir some sense of the cost involved.	
8. Director of Security				7s/ Dick K	
9. Director of Training and E	ducation	on.		Richard J. Kerr	
10.					
11.				Attachment a/s  ILL	
12.				Jo C/M+C6 cm x/27	
13.					
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31 January 1986

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	MEMORANDUM FOR:	Deputy Director for Administration
25 <b>X</b> 1	FROM:	
	SUBJECT:	The Advisability of Retaining the Processing CenterPros & Cons
		Introduction
25X1 25X1	retaining center. The Wornames) that was as the	as an applicant processing king Group (see Annex A for organizations and assembled addressed the feasibility not only of site but of the processing center itself. This he group's findings. Judging in either case fits outweigh the costs is not the paper's t.
		Overview
25 <b>X</b> 1	or easily obscured the conflicting individually so	its site underlies this paper. It is an issue by the complexity of applicant processing and by self-interests of each Agency component as they tout the costs and benefits that affect them is the Agency's public image.
	in Washington d cision to accep the rest of the attitudes of al sion is multipl	applicants take with them from their experience uring processing affects more than just their decour offer of employment. That image colors for it lives their attitude toward the Agency, and the those whom they influence. Thus, the imprested many times, and its impact carries on long cant departs Washington.
	the manner in w visits, shuttli for interviews, polygraph, assu some go all day	ore than a tinge of arrogance and complacency in mich we sometimes treat applicants during their ag them unescorted from one building to another skills and aptitude tests, medical exam, and ming they will find their way on time, letting without eating, forcing others to lug suitcases allowing sufficient time for reimbursement before o catch planes. The truth is the system works
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fairly well, and mishaps are not the rule. Nevertheless, unhappy incidents recur with regularity and suggest that the system is driven more by what is convenient for the Agency than by what is convenient and impressive to the applicant. Surely our image is tarnished and scarred enough by events beyond our control; we need not fuel criticism by willfully sustaining a system that to some applicants, according to their letters, appears makeshift, insensitive, and pointlessly non-competitive with private industry, belying the claim that the Agency is seeking the best and brightest.

It would appear that the Agency's image could be greatly enhanced by taking full advantage of the benefits to be derived from a processing center, and from that could emerge a better chance of attracting and hiring the talented and dedicated people we need, now and in the future. Whether the processing center should be located or some other central location is another question, to whose resolution this paper will, we hope, contribute.

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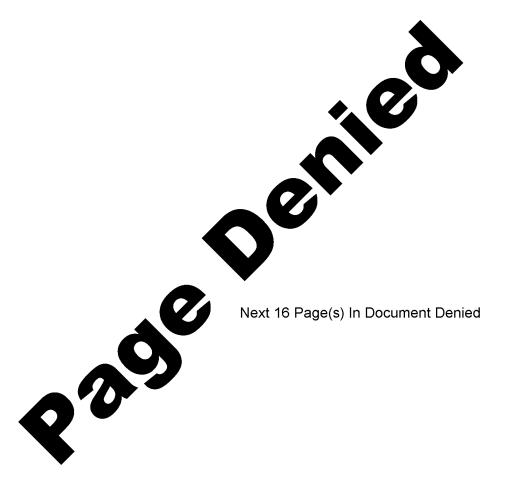
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Regarding the concept of a processing center, it comes as no surprise that centralization would have decidedly positive effects on all aspects of the processing system: greater efficiencies across the board, more flexibility in scheduling appointments, less access of applicants to classified information better communication among the processing units, and reductions in processing time. Also, the idea of a Host Center to shepherd applicants through the system offers new and important ways to personalize the process.

There are naturally drawbacks to centralization. Few benefits come without a price tag. For example, all of the units at would be separated from their parent Offices at Headquarters. For some this dislocation would be inconvenient. Of particular concern to the Office of Security is the effect that splitting Polygraph Division would have on that component's overall effectiveness in both the short and long term.

Several important advantages recommend as the site for a processing center: its central location, its access to major highways and airports, the proximity of hotels, and the capital investments already made in the building. Three disadvantages would be insufficient parking, lack of access via public transporation, and inadequate physical security safeguards.

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